GOVERNMENT OF ANDHRA PRADESH
ABSTRACT

Government programmes - Effective monitoring and evaluation framework through Information Technology (IT)-based Decision Support System for ensuring Transparency, Accountability and Efficiency in programme implementation – Online Monitoring Framework (OMF) for flagship programmess and important schemes - Habitation Score Card (HSC) – Orders - Issued.

GENERAL ADMINISTRATION (COORDINATION,GPM&AR.) DEPARTMENT

G. O. Ms. No. 46   **Dated 18.2.2014**
                                                             Read the following:

1. G.O.Ms.No.791, General Administration (General/Legislature Coordination) Department dated 07.11.2013
2. G.O.Ms No.1, Municipal Administration & Urban Development Department – Urban Local Bodies – Community Participation Law –Functioning of Ward Committees, Area Sabhas in ULBs –Execution, dated 1.1.2014
3. G.O.Ms.No. 1, Information Technology, Electronics & Communications Department (Portal Wing), Dated: 01-01-2014,
4. Guidelines for Result – Framework Document (RFD) 2012-13 issued by Performance Management Wing of Cabinet Secretariat, Government of India. (http://www.performance.gov.in)
5. G.O. Ms. No. 29 Dated:05-08-2013, Planning (I) Department.

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ORDER:

Government of Andhra Pradesh has been implementing various flagship programmes and welfare schemes for empowering the citizen in socio-economic and political spheres. Ensuring last mile delivery with transparency, accountability and convergence has been an important goal which the Government has been pursuing. A key challenge faced by policy-makers and administrators is the lack of robust monitoring framework enabling the effective review of implementation of programmes at state, district, division, mandal and habitation levels. With the advent of Information and Communications Technology (ICT) and efforts made by the Government to establish last mile connectivity, administration is now better equipped to monitor and evaluate the implementation of programmes till the last mile beneficiary in village and locality/ward in cities and towns.

2.   The ultimate destination in the implementation of any Government scheme or programme is the beneficiary in a geographical unit: gram panchayat or revenue village or habitation in rural areas and locality/ward in urban areas. The Government is fully committed to ensure that all programmes, activities and schemes meant for the people reach them at their door steps and progress is monitored every month adopting online ICT tools. The same ICT application needs to be deployed at all levels to monitor the performance of schemes and programmes - at Secretariat, HoD, District, Division, Mandal and Habitation levels so as to bring uniformity and avoid redundancy.

3.   In the reference first read above, the State Government outlined the need to make all out efforts to empower Gram Sabha, envisioned as a "Village level platform for Transparency, Accountability and Convergence" for planning, implementation and for ensuring the effective outreach of all socio–economic development and welfare programmes of the Government to the eligible and needy. In the reference second cited, the Government has issued guidelines for the close involvement of citizens at the grassroots levels in urban development and poverty alleviation programmes in cities and towns.

4.   Government is consciously working out strategies for providing effective e–governance to promote efficient, accountable and transparent delivery of services through Mee Seva and to ensure the use of IT-based Decision Support Systems by departments for improving internal governance processes and outcome-based monitoring of Results Framework Document (RFD), in a definite time frame. The Government has established State Residents Data Hub (SRDH), a key e-Governance

5.   initiative which is a comprehensive source of information on state residents and their Unique IDs (ADHAAR) with demographic and biometric details. SRDH needs be integrated with departmental applications for the purpose of delivering Government welfare scheme benefits in an effective and transparent manner while promoting accountability. The Spatial Data Management Hub (SDMH), another key e–Governance initiative, is also instituted for preparation of remote sensing-based Geographical Information System action plans by all the departments. Further, the state ICT action plan envisages provisioning of the necessary hardware, software support and skilled manpower to all departments and districts in order to develop a robust e–governance platform for:

    i. Ensuring effective citizen service delivery.

    ii. Developing a decision support system for improving internal governance.

    iii. Putting in place a comprehensive monitoring mechanism.

Hence Special Chief Secretaries/Principal Secretaries/Secretaries of all departments implementing various schemes need to transfer their manual monitoring and review processes under various schemes on to a robust electronic platform so as to develop an online monitoring system which can be used up to the habitation level.

6.   In the above background, the Government, after careful consideration hereby issues the following orders to introduce the Habitation Score Card (HSC), a monitoring tool designed to track progress in regard to Key Performance Indicators (KPIs) of flagship programmes and schemes at the State, District, Division, Mandal and Habitation levels. Habitation Score Card covering all the heads of departments in the state shall be implemented with immediate effect duly following the guidelines as detailed below:

6.1. Basic Framework:

The Habitation Score Card shall be used by all departments for monitoring the flagship programmes / other schemes. The programmes / schemes shall be divided into three main heads.

    (i)   Public works / Infrastructure head

    (ii) Human development / Welfare head

    (iii) Regulatory services head

Annexure I provides sample lists of schemes and services falling under the above three categories**.**

Key Performance Indicators shall be fixed for each scheme/programme through a process of consultation between Special Chief Secretaries/Principal Secretaries/Secretaries, HoDs and key field level officers. The primary monitoring formats would be as follows:

Name of Programme/Scheme

Physical Progress (One table for each KPI of each scheme and each geographic

level)

State/District/ Division/ Mandal/Habitation	Annual Target	Cumulative target upto the end of Month	Cumulative achievement upto the end of the Month	Cumulative achievement as % of Cumula-tive target	Score
1	2	3	4	5	6

Financial Progress (One table for each scheme : Districts and State as a whole)

State/District	Amount Budgeted/ Allocated	Cumulative Amount Available upto the end of Month*	Cumulative Expenditure upto the end of Month	Cumulative Expenditure as % of Amount Available	Score
1	2	3	4	5	6

* Unspent Balance Available at the beginning of Year + Cumulative Release upto end of the Month

Information on the above formats shall be compiled for review at the level of (i) Chief Secretary (Bi-monthly), (ii) Special Chief Secretary/Principal Secretary/Secretary/HoD (Monthly), (iii) District Collector (Monthly), (iv) District HoD (Monthly), (vi) Divisional Officer (Monthly), (vii) Mandal (Monthly), and (vii) Gram Sabha/Area Sabha (Quarterly).

Uniform Colour Coding of the achievement/performance level for each KPI for Habitation, Mandal, Division and District is mandated under Habitation Score Card so that functionaries at various levels quickly understand the performance level of their programmes and all stakeholders get engaged in a participatory evaluation process to make effort every month to improve performance. There will be four (4) grades / colour codes depicting performance as follows:

Green   -   Outstanding

Blue   -   Good

Yellow   -   Average

Red   -   Poor

The Secretary / HOD shall have the flexibility to decide the upper and lower limits of performance achievement for such grading with approval of Chief Secretary. However, if no specific limits are determined then the ranking should be done in the following manner :

100-75 %	Green
75-50 %	Blue
50-25 %	Yellow
Below 25%	Red

Samples of colour-coded reports are placed in **Annexure II**.

6.2. Key Performance Indicators:

(i) KPIs and the periodicity of their review at various levels shall be finalised for monitoring the performance of each scheme by the respective Special Chief Secretary/Principal Secretary/Secretary to Government in consultation with the Head of the Department and other stakeholders.

(ii) The KPIs shall be simple, few in number and must capture the intended benefit to the Citizen.

(iii) Indicators for each scheme covering outcomes, outputs and processes shall be compiled to gauge the qualitative and quantitative performance of schemes. Review at Chief Secretary's level will, however, focus on Key Performance

Indicators: mostly outcome and some output indicators. Special Chief Secretaries/Principal Secretaries/Secretaries/HoDs shall take action to compile all indicators and review all aspects of performance of schemes and programmes.

(iv) Indicators for review should reflect both the physical and financial performance of the scheme.

5.3 Monitoring levels and review heads

(i) KPIs finalized shall be considered for review at the following levels:

        a. Chief Secretary
        b. Special Chief Secretary/Principal Secretary/Secretary to Government
        c. Head of Department
        d. District Collector
        e. District Head of Department
        f. Divisional Officer
        g. Mandal Level Officer
        h. Habitation Level - Gram Sabha/Area Sabha

(ii) The achievements towards KPIs shall be reviewed at the following geographic levels:

Geographic Level	Reviewing Authority	Public works head	Human development head	Regulatory head
State	Chief Secretary/ Secretary/ HoD	Committee consisting of Principal Secretaries/ Secretaries of all infrastructure-oriented departments with Special Chief Secretary, Planning as the coordinator	Committee consisting of Principal Secretaries/ Secretaries of all Human development / welfare departments with Special Chief Secretary, Planning acting as the coordinator	Committee consisting of Principal Secretaries/ Secretaries of all Regulatory Departments with Principal Secretary, Revenue acting as the coordinator
District	District Collector	CEO-ZP/ Officer nominated by Collector	Addl. Joint Collector / PD (DRDA) / PD, DWMA nominated by Collector	Joint Collector
Revenue Divisional Level	Sub Collector / RDO	Officer nominated by Collector	Officer nominated by Collector	Sub Collector / RDO
Mandal Level	Tahsildar / MPDO	Officer nominated by Collector	MPDO	Tahsildar
Habitation level	Gram Sabha /Area Sabha	Officer nominated by Collector	Panchayat Secretary	VRO

(iii) The heads of each domain (i.e. Public Works, Welfare and Regulatory) should review using the Habitation Score Card tool and place the review reports and analysis to the overall head at each geographical level.

(iv) Head of the departments shall undertaken the responsibility of mapping the functionaries with the KPIs at all levels as a pre-requisite for ensuring effective and   timely monitoring.

5.4 IT System:

i. The system shall have drill down reports at all levels - From Chief Secretary/ Secretary-to-HOD-to-District-to-Division-toMandal-to-Village/Ward/Locality-to-Beneficiary/ Public works for each KPI .
ii. The system shall be in both English and Telugu.
iii. The system shall be capable of communicating with departmental IT systems and capture the achievement data of KPIs in real time.
iv. The system must capture KPI data based on user-defined time periods such as annual, quarterly, monthly, weekly, daily, etc.
v. The system should allow fixing of periodical targets for each KPI at each level. It should be able to calculate the achievement, assess the performance and arrive at a score and colour code.

The ITE&C Department and Centre for Good Governance will take necessary action to develop and deploy the Online Monitoring Framework- Habitation Score Card in all departments within the next 3 months.

5.5 Role of Gram Sabha/Area Sabha

(i) It is envisaged that the Panchayat Secretary and Village Revenue Officer at village level and municipal officer in charge at locality/Area Sabha/Ward level will have access to a robust electronic computing device with connectivity as part of e-Panchayat/e-Municipality initiative or otherwise. As a result, habitation-wise reports will be available for download and placing before the Gram Sabha in village and Area Sabha in city/town level periodically.

(ii) **Review at the Habitation level:**

(a) The Panchayat Secretary will place the performance reports before the Grama Sabha through Sarpanch on a periodic basis.

(b) The Village Organizations of the Self Help Groups should play an active role in both programme implementation and review at the Grama Sabha/Area Sabha level.   The Principal Secretary Rural Development, Principal Secretary, Panchayat Raj Department and CEO, SERP shall together work out the modalities of participation by the Village Organization. Similar action will be taken by Principal Secretary, Municipal Administration, Orders will be issued by them separately.

5.6 Reporting Standards:

In order to ensure accurate reporting and to minimize the scope for data inconsistencies, the following precautions shall be taken.

(i) Unique Identification Numbers like AADHAR number or AADHAR seeded Ration Card numbers for beneficiary-based transactions shall be used. For public works, well-defined work codes shall be adopted.

(ii) Reporting shall be based on real time transactional data (akin to the current mode of NREGS wages, Pensions, Scholarship disbursement, Aarogyasri in the state) and not based on reporting cumulative figures manually at the end of month.

(iii) ICT solutions like Geographical Positioning System (GPS) tagging, uploading of photographs with time stamping and so on shall be used as evidence for the transactions and to corroborate the figures reported.

(iv) Efforts will be taken to ensure that Habitation Score Card is linked to State Resident Data Hub and State Spatial Data Hub.

7.   **Convergence :**

One of the most crucial steps in achieving IT convergence at the village level is to have unique codes for the habitation applied uniformly across departments. The databases of various departments are at present working in silos and they are not following one common set of codes for habitations, resulting in a difficulty in tracking the households that receive multiple benefits. Standard codes are required for all the geographical units such as, habitations, Gram Panchayats, revenue villages, mandals, divisions and districts in rural areas, and wards, municipalities and municipal corporations in urban areas; mapping between the geographical units such as Gram Panchayats, revenue villages and habitations is also required. Orders shall be issued separately by the Planning Department for adoption of uniform habitation codes in the departmental databases within specific time frame.

8.   **Further Action to be Taken**

A sample habitation score card with drill-down reports till habitation and beneficiary level is available at http://uat.meeseva.aponline.gov.in/habitation. An exercise on similar lines shall be taken up in respect of the schemes implemented by the respective departments and be integrated with the Online Monitoring Framework – Habitation Score Card. All efforts should be made to ensure that smooth drilling down takes place till the habitation and the public works/beneficiary level. Further, the pictures of beneficiaries along with details of benefits reaching them and pre- and post-scenarios of public works are to be uploaded in the e-application.

All the Secretaries and heads of departments shall act on these orders with immediate effect and ensure that their departmental online monitoring framework is put in place by 1st April 2014.

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Dr. P.K.MOHANTY
CHIEF SECRETARY TO GOVERNMENT

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To
All the Spl. Chief Secretaries/Prl. Secretaries/Secretaries to Govt.
All the Heads of Departments
Director General, Centre for Good Governance
All the District Collectors

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//FORWARDED BY ORDER//

ASSISTANT SECRETARY TO GOVERNMENT

(Contd.. Annexures)

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Annexure I

Illustrative Categorization of Programmes

1. Public works / Infrastructure :
   - Infrastructure & Investment - Mega Projects (including matters pending with GoI), Jalayagnam
   - MGNREGS/Indira Jal Prabha /PMGSY
   - Rural Water Supply Schemes
   - Housing for the Poor, including Indiramma Housing, Indira Awas Yojana, Rajiv Awas Yojana, etc.
   - Non-Conventional Energy (Solar, Wind, etc); Energy Conservation
   - Resource Mobilisation
   - Schemes involving Government of India Funding - Centrally Sponsored Schemes, Plan Grants from GoI, Externally-aided Projects, etc.

2. Welfare :
   - Indiramma Kalalu
   - Scholarships/Rajiv Vidya Dewena/ Fees Reimbursement
   - Swayam Upadhi (Self employment)
   - Rajiv Yuva Kiranalu
   - Vaddi Leni Runalu for SHGs - SHG-Bank Linkage; Abhaya Hastham
   - Bangaru Thalli
   - Indiramma Amrutha Hastham
   - Integrated Child Development Scheme
   - Amma Hastham, Mana Biyyam
   - Flagship Programmes of Education: Sarva Siksha Abhiyan; Madhyamik Siksha Abhiyan, Mid-Day Meal Programme, etc
   - Flagship Programmes of Health: Arogya Sri/104& 108 Services/NRHM etc
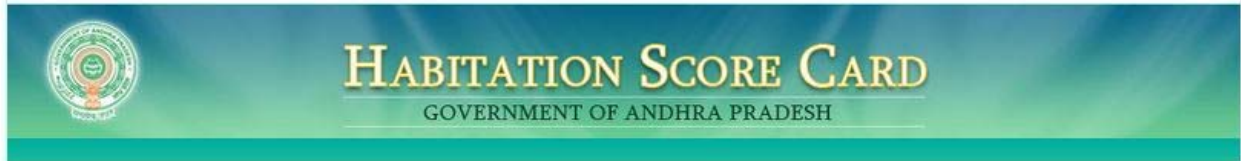
3. Regulatory :
   - Certificates issued by Revenue department
   - Land Access to the Poor
   - Aadhar/Direct Benefits Transfer
   - Mee Seva/ICT/Spatial Data Management Action Plan

INDIRAMMA PACHHA TORANAM

HABITATION SCORE CARD
GOVERNMENT OF ANDHRA PRADESH

4A) No.of Beneficiaries Covered Vs Sanctioned
Report as on Date : 06/02/2014
State Level Report

	>75		<=75 & >=50		<50 & >=25		<25

S.No.	Name of the District	No.of Beneficiaries Sanctioned	No.of Beneficiaries Covered	%(Beneficiaries Covered/Beneficiaries Sanctioned)*100
1	2	3	4	5
1	East Godavari	976	928	95.08
2	Srikakulam	3458	2594	75.01
3	Medak	1278	856	66.98
4	Vizianagaram	1497	960	64.13
5	West Godavari	626	336	53.67
6	Warangal	6040	3213	53.2
7	Adilabad	2569	1213	47.22
8	Visakhapatnam	561	258	45.99
9	Nalgonda	3084	1206	39.11
10	S.P.S Nellore	872	333	38.19
11	Ranga Reddy	291	96	32.99
12	Kurnool	1175	382	32.51
13	Chittoor	322	103	31.99
14	Kadapa	694	215	30.98
15	Khammam	1689	521	30.85
16	Karimnagar	1368	385	28.14
17	Mahabubnagar	661	148	22.39
18	Guntur	916	79	8.62
19	Nizamabad	643	54	8.4
20	Anantapur	791	37	4.68
21	Prakasam	1383	34	2.46
22	Krishna	210	3	1.43
	Total	31104	13954	44.86

HABITATION SCORE CARD
GOVERNMENT OF ANDHRA PRADESH

4A) No.of Beneficiaries Covered Vs Sanctioned

Report as on Date : 06/02/2014

District Level Report

District : Ranga Reddy

🟩 >75   🟦 <=75 & >=50   🟨 <50 & >=25   🟥 <25

S.No.	Name of the Mandal	No.of Beneficiaries Sanctioned	No.of Beneficiaries Covered	%(Beneficiaries Covered/Beneficiaries Sanctioned)*100
1	2	3	4	5
1	Marpalle	5	5	100
2	Pargi	1	1	100
3	Chevella	2	2	100
4	Yacharam	10	9	90
5	Ibrahimpatam	11	9	81.82
6	Hayathnagar	15	11	73.33
7	Dharur	14	10	71.43
8	Basheerabad	14	10	71.43
9	Kulkacharla	3	2	66.67
10	Gandeed	3	2	66.67
11	Yelal	3	2	66.67
12	Doma	2	1	50
13	Manchal	23	9	39.13
14	Kandukur	17	6	35.29
15	Tandur	34	10	29.41
16	Shankarpalle	7	2	28.57
17	Peddemul	29	2	6.9
18	Mominpet	33	2	6.06
19	Vikarabad	35	1	2.86
20	Nawabpet	19	0	0
21	Shabad	5	0	0
22	Pudur	5	0	0
23	Maheswaram	1	0	0
	Total	**291**	**96**	**32.99**

HABITATION SCORE CARD
GOVERNMENT OF ANDHRA PRADESH

4A) No.of Beneficiaries Covered Vs Sanctioned
Report as on Date : 06/02/2014
Mandal Level Report

District : Ranga Reddy   Mandal : Hayathnagar

■ >75   ■ <=75 & >=50   ■ <50 & >=25   ■ <25

S.No.	Name of the Panchayat	No.of Beneficiaries Sanctioned	No.of Beneficiaries Covered	%(Beneficiaries Covered/Beneficiaries Sanctioned)*100
1	2	3	4	5
-	Pasmamla	2	2	100
2	Pedda Amberpet	6	6	100
3	Laskerguda	4	3	75
4	Gandicheruvu	3	0	0
	Total	15	11	73.33

HABITATION SCORE CARD
GOVERNMENT OF ANDHRA PRADESH

4A) No.of Beneficiaries Covered Vs Sanctioned
Report as on Date : 06/02/2014
Panchayat Level Report

District : Ranga Reddy   Mandal : Hayathnagar

■ >75   ■ <=75 & >=50   ■ <50 & >=25   ■ <25

S.No.	Name of the Habitation	No.of Beneficiaries Sanctioned	No.of Beneficiaries Covered	%(Beneficiaries Covered/Beneficiaries Sanctioned)*100
1	2	3	4	5
1	mamla	2	2	100
	Total	2	2	100

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